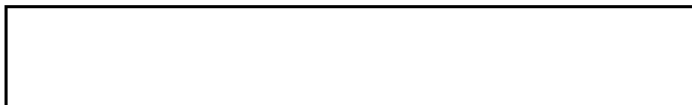


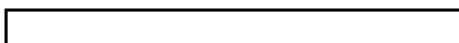
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26 September 1968

MEMORANDUM FOR:




Board of National Estimates

SUBJECT:

Collection Requirements

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Attached is a copy of the report which I sent to the Director on 16 September 1968 on our accomplishments and shortcomings in implementing the recommendations contained in your Survey of December 1966. As the report paints a picture of considerable achievement and improvement, I suggested that he might wish to have you or one of the officers who worked on the Survey with you undertake a quick re-survey at the end of 1968 to see if the optimism is justified.

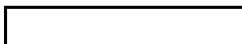
The Director agreed and asked that you undertake the assignment when the history project is out of the way.  has several progress reports which may be helpful to you in this connection.

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/s/ Rufus Taylor

Rufus Taylor
Vice Admiral, U. S. Navy
Deputy Director

Attachment:



EA/DDCI,  as

Distribution:

- Copy #1 - Addressee, w/a only
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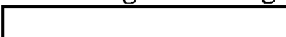


16 September 1968

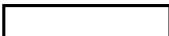
MEMORANDUM FOR: Director of Central Intelligence

SUBJECT: Status Report on Collection Requirements

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The IG Survey of Foreign Intelligence Collection Requirements was completed by the  task force in December 1966. The Senior Executives Group worked over the recommendations in the Survey from March through July 1967. In July 1967 and in January 1968 I reported in detail to you on the actions being taken to improve the content, organizational mechanisms and procedures of collection requirements.

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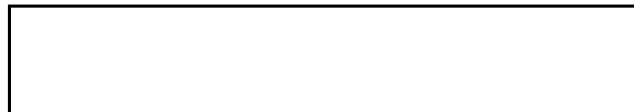
I have recently had  do a follow-up check on how things stand as of now. What follows is his report which is intended to characterize the current status of the requirements business and to identify major achievements and deficiencies against the background of the Cunningham Report.

General Picture: If Hugh and the task force were to retrace their steps over the route followed in the collection requirements survey, they would find a more pleasing picture. The IG Survey described the requirements process as suffering from a good deal of neglect by collectors, analysts and management, working relationships in some cases pretty rusty, and procedures in need of tidying and tightening. It would be a gross error to say that all of these deficiencies have been corrected, but considerable progress has been made and in the process we have all become a bit more sophisticated about the role of collection requirements.

Highlights of Progress (not in order of importance):

-- The PNIOs were revised by CIA and approved by USIB in May 1968. It may be illusion to expect a near perfect set of PNIOs

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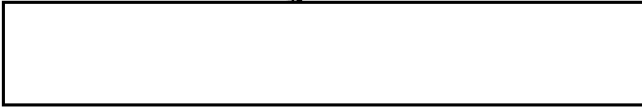


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or that they will have great utility for program planning, but the present set are better than the ones they replaced.

--The old Collection Guidance Staff has become the Intelligence Requirements Staff. In retrospect this is more of a name change than a change of functions, but IRS now serves the DDS&T in the same way as it acts as staff to the DDI (which CGS did not).

--The new Information Requirements Advisory Group (IRAG) under Ed Proctor has brought the deputy chiefs of the substantive intelligence components into the requirements process instead of letting the analysts go their merry way. The involvement of managers is one of the critical elements in the requirements process. The record to date appears to be a spotty one; many officers take requirements seriously but a few still do not.

--Communication concerning requirements has improved. There is an increase in consultations between the analyst and a CS officer before levying a requirement. Much-needed communication between FI Staff, on the one hand, and IRAG and IRS on the other has developed. Both FI and IRS attest to this.

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--The number of standing CIA requirements in the "human source" field- [redacted] has dropped some. The content of many requirements levied by CIA production offices has improved substantially as a result of better procedures and validation by supervisory echelons of the need and import of that which the analyst desires.

--Work is proceeding on cutting down the IPC List covering 64 Free World countries as a result of the [redacted] exercise. A meeting of the IPC was held in July for the first time in over four years. FI Staff reports that the IPC plans to work on updating its charter this fall.

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--The expansion of COMOR into COMIREX with the added function of photographic exploitation requirements has laid the basis for getting a better handle on exploitation. COMIREX continues to work on tightening of requirements in order to reduce the number of KH-4 [redacted] launches. The reduction for FY1969 is an impressive

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saving. Much remains to be done before the JIIRG recommendations will be realized, but progress is being made on this front. (A review of this in early 1969 might be fruitful.)



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--The establishment of SORS under  chairmanship appears to have been a good move. The advent of COMINT satellites may call, however, for some broadening of the present largely ELINT orientation of SORS.

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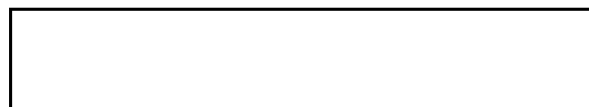


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Still to be done:

--Redefinition of the purpose and revision of the content of the Current Intelligence Requirements List (CIRL) has been delayed. Some experimental work on CIRL has begun. IRAG has not moved as quickly as it might on this recommendation, partly perhaps because Ed Proctor and IRAG members have been busy on higher priority work.

--Some actions still remain to be fully implemented. These include work on the content and function of the IPC List. The real impact of the IPC List on CS collection remains questionable. The



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Recommendation: That no new action be taken at this point but that we monitor the process and take a fresh look at the end of 1968. We might consider having Hugh or one of the original task force members spend a week doing a quick re-survey in order to get a more objective reading.

*HC
all*

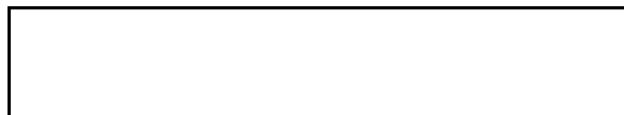


Julius Taylor
Vice Admiral, U. S. Navy
Deputy Director

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cc: D/DCI/NIPE
Inspector General

*when the history project is
of the way
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